THE FOLLOWING index contains authors and subject matter references combined in one alphabet. The numerals at the end of each entry give the page on which that entry appears. Page numbers of the four issues in Volume 23 are as follows:

# Volume 23-1962

Issue	Month	Pages
No. 1	January	1-80
No. 2	April	81-160
No. 3	July	161-220
No. 4	October	221-300

#### A

**Abstracts of Personnel Articles, 153-160,** 211-219, 284-291

## **Adverse Actions**

"The Personnel Officer—Between the Devil and the Deep," Arwood M. Miller, 45

**Around the Personnel World,** 59-61, 139-141, 199-200

## Atlanta

"Atlanta's 'Segregated' Approach to Integrated Employment," Helen Thompson, 117

#### R

Barbour, Ernest J. See Around the Personnel World, 139

Batson, Robert J. See Personnel Opinions Bennett, Harold C. See Personnel Opinions Berger, Philip R. See Morrison, Donavon B. Berne, Ellis J. See Personnel Opinions

Bibliographies
"Ethics in the Public Service," 281

**Book and Pamphlet Notes,** 70-73, 151-152, 208-210, 278-280

#### **Book Reviews**

Argyris, Chris—"Understanding Organizational Behavior." Review by Cecil E. Goode, 148

Flippo, Edwin P.—"Principles of Personnel Management." Review by Martin B. Dworkis, 150

Grillo, Elmer V., and Berg, Charles J., Jr.

—"Work Measurement in the Office: A
Guide to Office Cost Control." Review by
F. Arnold McDermott, 68

Hart, Wilson R.—"Collective Bargaining in the Federal Service." Review by Oscar S. Smith, 67

Likert, Rensis—"New Patterns of Management." Review by Harold C. Bennett, 207

Lofquist, Lloyd H., and England, George W.—"Problems in Vocational Counseling." Review by Dorothy E. Everett, 149

Mahoney, Thomas A.—"Building the Executive Team: A Guide to Management Development." Review by Antonio Cuevas-Viret, 274

Maier, Norman R. F., and Hayes, John J.
—"Creative Management." Review by
Charles S. Weber, 206

Mason, Joseph G.—"How To Be a More Creative Executive." Review by Joseph D. Cooper, 69

Odiorne, George S., and Hann, Arthur S.—
"Effective College Recruiting." Review
by Eleanor R. Batson, 68

Pigors, Paul, and Pigors, Faith—"Case Method in Human Relations: The Incident Process." Review by Max S. Saslow, 276

Van Dersal, William R.—"The Successful Supervisor: In Government and Business." Review by Foster B. Roser, 277

Walker, Nigel—"Morale in the Civil Service: A Study of the Desk Worker." Review by G. A. Blackburn, 275

Boyd, Rex D.—"Planning the Development of Managers," 90

Brenneman, Leroy J. See Personnel Opinions

## C

#### Canada

"The New Civil Service Act," Samuel H. S. Hughes, 15

"Canadian Provincial Developments," Hugh M. Morrison, 21

"Municipal Labor Relations in Canada," John R. Stuart, 24

"Negotiating with Unions: The Canadian Experience," Peter M. Thompson, 235

Cape, William H.—"Undergraduate Internships in Personnel Administration," 257
Civil Service

"U. S. Civil Service and the New Administration," John W. Macy, Jr., 5

"The New Civil Service Act," Samuel H. S. Hughes, 15

L

M

M

"I

M

M

M

"N

M

M

M Mi

M

M

M

Ne

"F

No

"Dramatizing Civil Service," F. Arnold Mc-Dermott, 83

See also Personnel Administration

Classification

"An Effective Classification Maintenance Program," Donavon B. Morrison and Philip R. Berger, 114

Clute, Judith A .- "Personnel Management in the Peace Corps," 163

Collective Bargaining

"Negotiating with Unions: The Canadian Experience," Peter M. Thompson, 235

Collins, Orvis F. See Warner, W. Lloyd Comparability, Pay

"Federal Pay Reform: Some Facets of Comparability," William P. Lehman, 177

D

Discrimination

"Fair Employment Practices in the Public

Service," Louis L. Friedland, 109
"Atlanta's 'Segregated' Approach to Integrated Employment," Helen Thompson,

Donnelly, Bernard P .- "Grievance Procedures: The California Approach," 252 Donovan, J. J.—See Editorial, 82

Editorials, 2, 82, 162, 222

Engel, Herbert M. See Klein, Charles T. Ethics

See Bibliographies

**Executives, Women** 

"Women Executives in the Federal Government," W. Lloyd Warner, et al., 227

**Fair Employment Practices** 

"Fair Employment Practices in the Public

Service," Louis L. Friedland, 109
"Atlanta's 'Segregated' Approach to Integrated Employment," Helen Thompson, 117

Fay, Lew. See Personnel Opinions Foreign-Language Skills

"Utilization of Foreign-Language Skills in Local Government," Richard W. Gable,

Fossett, Roy E. See Swain, Edwin L. Friedland, Louis L.—"Fair Employment Practices in the Public Service," 109

Gable, Richard W .- "Utilization of Foreign-Language Skills in Local Government," 50

Gallas, Nesta M.—"The Use of Sociometric Tests in Personnel Selection," 100

Graham, Jean Charters-"Patronage-Fact and Fancy," 98

**Grievance Procedures** 

"Grievance Procedures: The California Approach," Bernard P. Donnelly, 252 Gross, Robert A. See Personnel Opinions

Helmes, Robert H .- " 'Personnel Management Is Just Common Sense," 107

Hughes, Samuel H. S .- "The New Civil Service Act," 15. "The Formulation and Execution of Personnel Policy," 168

Hyman, Allen A. See Personnel Opinions

In-grade Pay Adjustments

See Personnel Opinions, 201

Internships

"Undergraduate Internships in Personnel Administration," William H. Cape, 257 Interviewing

"Training Panel Interviewers," John J. Logue, 135

Italy

"Departmental Personnel Administration in Italy," Virgil B. Zimmermann, 264

J

Job Upgrading

See Personnel Opinions, 62

Jorgensen, C. C. See Personnel Opinions

Kansas, University of

"Undergraduate Internships in Personnel Administration," William H. Cape, 257

Klein, Charles T., and Engel, Herbert M.— "Programmed Learning and the Government Service," 223

L

**Labor Relations** 

"Municipal Labor Relations in Canada," John R. Stuart, 24

La Caro, Dolores G. See Mial, Dorothy J. Lane, Edwin M. See Personnel Opinions

Lang, Theodore H .- "Future Trends in New York City's Personnel Administration," 94

Legislation

"The New Civil Service Act," Samuel H. S. Hughes, 15

"U. S. State and Local Developments," Keith Ocheltree, 26

# PUBLIC PERSONNEL REVIEW

Lehman, William P.—"Federal Pay Reform: Some Facets of Comparability," 177

Lie-Detector

"Polygraphic Tests for City Employees," George J. Washnis, 192

Logue, John J.—"Training Panel Interviewers," 135

Lopez, Felix M., Jr. See Personnel Opinions

## M

McDermott, F. Arnold—"Dramatizing Civil Service," 83

Macy, John W., Jr.—"U. S. Civil Service and the New Administration," 5

**Management Development** 

"Planning the Development of Managers," Rex D. Boyd, 90

"Leadership Training in Puerto Rico," Dorothy J. Mial and Dolores G. La Caro, 173

Marsh, Stewart H.—"Validating the Selection of Deputy Sheriffs," 41

Martin, Norman H. See Warner, W. Lloyd Medical Programs

"Philadelphia's Comprehensive Medical Program," J. Ralph Pearson, 122

Mental Health

"Maintaining Good Mental Health," Frances M. Smith, 127

Meyer, Charles A.—"A Word from the President." 37

Mial, Dorothy J., and La Caro, Dolores G.

—"Leadership Training in Puerto Rico,"
173

Miller, Arwood M.—"The Personnel Officer—Between the Devil and the Deep," 45 Mitchell, James M.—"A New Highway for

Personnel Development," 31

Morrison, Donavon B., and Berger, Philip R.—"An Effective Classification Maintenance Program," 114

Morrison, Hugh M.—"Canadian Provincial Developments," 21. See also Personnel Opinions

Murray, W. J. See Personnel Opinions

### N

**New York City** 

"Future Trends in New York City's Personnel Administration," Theodore H. Lang, 94

Notes and Quotes, 77

### C

O'Brien, James C.—"Gradual Retirement: Slow-down Before the Full Stop," 248 Ocheltree, Keith—"U. S. State and Local Developments," 26

#### P

Patronage

"Patronage—Fact and Fancy," Jean Charters Graham, 98

**Peace Corps** 

"Personnel Management in the Peace Corps," Judith A. Clute, 163

Pearson, J. Ralph—"Philadelphia's Comprehensive Medical Program," 122

**Personality Tests** 

See Personnel Opinions, 142

**Personnel Administration** 

"Personnel Panorama—1961" (Parts I-V), 5-30

"A New Highway for Personnel Development," James M. Mitchell, 31

"A Word from the President," Charles A. Meyer, 37

"Dramatizing Civil Service," F. Arnold Mc-Dermott, 83

"Future Trends in New York City's Personnel Administration," Theodore H. Lang, 94

"Profiles in Personnel Administration: Public Service—Private Industry," Ray L. Wilbur, Jr., 182

"Departmental Personnel Administration in Italy," Virgil B. Zimmermann, 264

See also Civil Service

**Personnel Management** 

"Planning the Development of Managers," Rex D. Boyd, 90

"'Personnel Management Is Just Common Sense,' "Robert H. Helmes, 107

"Merit, Management, and Responsible Government" (Editorial), 162. See also, 222

"Personnel Management in the Peace Corps," Judith A. Clute, 163

"The Formulation and Execution of Personnel Policy," S. H. S. Hughes, 168
See also Personnel Opinions, 269

Personnel Opinions

"When an individual employee's position is reallocated to a different job class in a higher pay grade, what considerations should govern the decision on whether or not the reallocated job should be filled competitively?" Comments by: Edwin M. Lane; Allen A. Hyman; Robert A. Gross; and Ransford M. Smith, 62

"Under what circumstances, if any, do you believe that so-called 'personality tests' can be used effectively in a group testing situation for personnel selection purposes?" Comments by: Felix M. Lopez,

P

T

U

Jr.; S. E. Vines; Harold C. Bennett; and Ellis J. Berne, 142

"When the granting of periodic within-grade pay adjustments is tied into the operation of an employee performance rating system, what safeguards can be built into the system to prevent increases from becoming essentially automatic?" Comments by: Robert J. Batson; C. C. Jorgensen; Leroy J. Brenneman; and George J. Walker, 201

"When a new administration 'takes over' after an election, what role should the personnel office play, if any, in facilitating the transition of responsibility to newly elected or appointed public officials?" Comments by: Lew Fay; Hugh M. Morrison; W. J. Murray; and Theodore L. Sharp, 269

Personnel Panaroma-1961, 5-30

Philadelphia

"Philadelphia's Comprehensive Medical Program," J. Ralph Pearson, 122

**Policy** 

"The Formulation and Execution of Personnel Policy," S. H. S. Hughes, 168

"Patronage-Fact and Fancy," Jean Charters Graham, 98

See also Personnel Opinions, 269

"Polygraphic Tests for City Employees," George J. Washnis, 192

**Private Industry, Personnel Administration** 

"Profiles in Personnel Administration: Public Service-Private Industry," Ray L. Wilbur, Jr., 182

**Programmed Learning** 

"Programmed Learning and the Government Service," Charles T. Klein and Herbert M. Engel, 223

**Public Personnel Association** 

"Public Personnel Association Business-1961," Kenneth O. Warner, 55

"A Word from the President," Charles A. Meyer, 37

**Public Personnel Review** 

"What Our Readers Think: A Commentary" (Editorial), 2

**Public Relations** 

"Dramatizing Civil Service," F. Arnold Mc-Dermott, 83

**Puerto Rico** 

"Leadership Training in Puerto Rico," Dorothy J. Mial and Dolores G. La Caro, 173

R

Reallocation

See Personnel Opinions, 62

Retirement

"Maintaining Good Mental Health," Frances M. Smith, 127

"Gradual Retirement: Slow-down Before the Full Stop," James C. O'Brien, 248

Salary Conference

"The Southern Salary Conference," Edwin L. Swain and Roy E. Fossett, 261

Salary Reform

"Federal Pay Reform: Some Facets of Comparability," William P. Lehman, 177

Salary Studies

"Occupational Group Survey: A Different Approach to Locality Wage Studies," Horace Turner, 187

"A New Approach in Salary Plans," Charles

F. Yard, 242

Selection

"Validating the Selection of Deputy Sheriffs," Stewart H. Marsh, 41

"The Use of Sociometric Tests in Personnel Selection," Nesta M. Gallas, 100

"Polygraphic Tests for City Employees," George J. Washnis, 192

See also Personnel Opinions, 142

Sharp, Theodore L. See Personnel Opinions Smith, Frances M .- "Maintaining Good Mental Health," 127

Smith, Ransford M. See Personnel Opinions Sociometry

"The Use of Sociometric Tests in Personnel Selection," Nesta M. Gallas, 100

**State Personnel Programs** 

"U. S. State and Local Developments," Keith Ocheltree, 26

Stuart, John R .- "Municipal Labor Relations in Canada," 24

Swain, Edwin L., and Fossett, Roy E .-"The Southern Salary Conference," 261

**Teaching Machines** 

"Programmed Learning and the Government Service," Charles T. Klein and Herbert M. Engel, 223

"The Use of Sociometric Tests in Personnel Selection," Nesta M. Gallas, 100

"Polygraphic Tests for City Employees," George J. Washnis, 192

See also Personnel Opinions, 142

Thompson, Helen-"Atlanta's 'Segregated' Approach to Integrated Employment,"

Thompson, Peter M.—"Negotiating with Unions: The Canadian Experience," 235

# PUBLIC PERSONNEL REVIEW

Training

"Training Panel Interviewers," John J. Logue, 135

"Leadership Training in Puerto Rico," Dorothy J. Mial and Dolores G. La Caro, 173

Transition

See Personnel Opinions, 269

Turner, Horace—"Occupational Group Survey: A Different Approach to Locality Wage Studies," 187

U

Unions

"Negotiating with Unions: The Canadian Experience," Peter M. Thompson, 235

V

Van Riper, Paul P. See Warner, W. Lloyd Vines, S. E. See Personnel Opinions

W

Wage Surveys

"Occupational Group Survey: A Different Approach to Locality Wage Studies," Horace Turner, 187 "A New Approach in Salary Plans," Charles F. Yard, 242

Walker, George J. See Personnel Opinions Warner, Kenneth O.—"Public Personnel Association Business—1961," 55. See also Editorials, 2, 162, 222

Warner, W. Lloyd, Van Riper, Paul P., Martin, Norman H., and Collins, Orvis F.—"Women Executives in the Federal Government," 227

Washnis, George J.—"Polygraphic Tests for City Employees," 192

Wilbur, Ray L., Jr.—"Profiles in Personnel Administration: Public Service—Private Industry," 182

Women Executives

"Women Executives in the Federal Government," W. Lloyd Warner, et al., 227

Y

Yard, Charles F.—"A New Approach in Salary Plans," 242

Z

Zimmermann, Virgil B.—"Departmental Personnel Administration in Italy," 264